“A Study on Impact of Hybrid Working on the well-being of working professionals”

Research Proposal

Submitted in the partial fulfillment of the requirement of the degree of

Doctor of Philosophy (Ph.D)

In the subject matter of Management Studies’

Submitted by

Ms Monika Thapar

Guided by

Dr Sandeep chopde

University of Mumbai

2. Introduction

This Study aims to analyze impact of Hybrid working on the wellbeing of working professionals. Last two years everybody, all over the planet has encountered significant changes in working patterns. The number of individuals working remotely has increased significantly attributable to pandemic Coronavirus. This has impacted the working professionals in every conceivable perspective which one could imagine. There are various difficulties that professional and business both have faced during this pandemic and obviously like all the other things remote working additionally has its own upsides and downsides. The idea of remote working/hybrid working has been embraced by many developed nations like United States of America and European nations. In last twenty years up till last year it has seen total shift into remote working by different nations also. Hybrid working has its effect on the efficiency, productivity as well as the overall wellbeing of a working professional. WHO has detailed a significant decrease in the psychological well-being of the laborers, somewhat working extraordinarily somewhat recently? Ongoing remote and hybrid working circumstances have confronted different difficulties with regards to incapable correspondence, loss of commitment, indiscipline and working climate. Besides from this working persistently from home has made representatives most likely useful and more agreeable. An ongoing investigation shows that large numbers of the workers are confronting uneasiness dreading the strain to get back to office. A great deal of organizations in future would think about the example of hybrid working in not-so-distant future. However, for taking on a similar way, it would require enormous change in the working of Human assets, its program, and strategies. Remote working will not only exclusively influence the polices of the individual organization but, at the same time will influence the money, reducing expenditure, worker's efficiency, employees' social relations and their psychological wellness, etc. Professionals who are working remotely are more useful than their conventional in-office partners. They are less expensive to keep up with for the association on account of the significant abatement in expenses and this assists the hierarchical pioneers with radically expanding employing choices. Information Technology Industry has played a vital role in smooth transition of working culture to Hybrid working. Covid 19 has forced physical distancing to curb the spread of virus. Most of the organizations scaled back or ceased operations in the regular workplace because of government-mandated closures and stay-at-home orders, con-

cerns for the health of their employees, or a lack of customers. A few professionals had the option to change to remote work generally without any problem. In many jobs, nonetheless, performing normal work exercises from home is unimaginable, constraining numerous laborers to become idle or search for a new position. Measuring both the potential and effective home-based work behavior of workers is important for evaluating the costs and benefits of virus containment policies, and for formulating optimal reopening strategies. Before pandemic, there was quiet a confusion about future of work life and how it can be carried on, but pandemic forced people to adapt quickly the new norm of working from home as all organizations had to opt WFH. The WFH practices have been employed widely, as can be seen in the U.S., where studies show in May 2020, 35.2% of the workforce worked from home, an increase from 8.2% in February. Furthermore, 71.7% of workers that WFH found that they could work effectively. This study further aims to understand the concept of hybrid working or WFH including elements like influence of WFH its practicality and overall impact of hybrid working on the well-being of working professionals. It will further focus on the analysis of WFH/ Hybrid workings impact on working professionals personal and professional life domains, flexibility motivation, growth etc. Most of the employers and businesses adopted Hybrid working as a strategy to cope up with pandemic and have continued to do so for the safety of its employees. Considering the fact that most of the companies going forward intend to adopt Hybrid working as a protocol they must revise the policies keeping in mind its relevancy for both employer and employees.

2.1 Overview on Covid 19 and its impact on the globe

The coronavirus COVID-19 pandemic has been one of the greatest challenges that the globe has faced since World War 2. The virus had spread quickly and captured the entire world putting the human race to standstill for quite a long time. The first case of Covid 19 was reported in Wuhan, China. The first wellspring of viral transmission to people stays indistinct, as does whether the infection became pathogenic previously or after the overflow event. Because large numbers of the early infectives were laborers at the Huanan Seafood Market, it has been recommended that the infection could have begun from the market. Notwithstanding, other examination demonstrates that guests might have acquainted the infection with the market, which then worked with quick extension of the diseases. Covid 19 has been much more than health crisis. It has

deeply impacted the global the world economy by creating devastating impacts on social, political, and economic crisis. Many the world's most prominent urban communities are abandoned as individuals stay inside, either by decision or by government request. Across the world, shops, theaters, cafés, and bars had to shut. The COVID-19 pandemic has prompted an emotional loss of human existence overall and presents a phenomenal test to general wellbeing, food frameworks and the universe of work. The monetary and social interruption brought about by the pandemic is crushing huge number of individuals are in danger of falling into outrageous destitution, while the quantity of undernourished individuals, at present assessed at almost 690 million, could increment by up to 132 million before the year's over. Millions of enterprises face an existential threat. Nearly half of the world's 3.3 billion global workforce are at risk of losing their livelihoods. Informal economy workers are particularly vulnerable because the majority lacks social protection and access to quality health care and have lost access to productive assets. Without the means to earn an income during lockdowns, many are unable to feed themselves and their families. For most, no income means no food, or, at best, less food and less nutritious food. The pandemic has been affecting the entire food system and has laid bare its fragility. Border closures, trade restrictions and confinement measures have been preventing farmers from accessing markets, including for buying inputs and selling their produce, and agricultural workers from harvesting crops, thus disrupting domestic and international food supply chains and reducing access to healthy, safe and diverse diets. The pandemic has decimated jobs and placed millions of livelihoods at risk. As breadwinners lose jobs, fall ill and die, the food security and nutrition of millions of women and men are under threat, with those in low-income countries, particularly the most marginalized populations, which include small-scale farmers and indigenous peoples, being hardest hit. Millions of agricultural workers – waged and self-employed – while feeding the world, regularly face high levels of working poverty, malnutrition, and poor health, and suffer from a lack of safety and labour protection as well as other types of abuse. With low and irregular incomes and a lack of social support, many of them are spurred to continue working, often in unsafe conditions, thus exposing themselves and their families to additional risks. Further, when experiencing income losses, they may resort to negative coping strategies, such as distress sale of assets, predatory loans or child labour. Migrant agricultural workers are particularly vulnerable, because they face risks in their transport, working and living conditions and struggle to access sup-

port measures put in place by governments. Guaranteeing the safety and health of all agri-food workers – from primary producers to those involved in food processing, transport and retail, including street food vendors – as well as better incomes and protection, will be critical to saving lives and protecting public health, people's livelihoods and food security. In the COVID-19 crisis food security, public health, and employment and labor issues, in particular workers' health and safety, converge. Adhering to workplace safety and health practices and ensuring access to decent work and the protection of labor rights in all industries will be crucial in addressing the human dimension of the crisis. Immediate and purposeful action to save lives and livelihoods should include extending social protection towards universal health coverage and income support for those most affected. These include workers in the informal economy and in poorly protected and low-paid jobs, including youth, older workers, and migrants. Particular attention must be paid to the situation of women, who are overrepresented in low-paid jobs and care roles. Different forms of support are key, including cash transfers, child allowances and healthy school meals, shelter and food relief initiatives, support for employment retention and recovery, and financial relief for businesses, including micro, small and medium-sized enterprises. In designing and implementing such measures it is essential that governments work closely with employers and workers. Countries dealing with existing humanitarian crises or emergencies are particularly exposed to the effects of COVID-19. Responding swiftly to the pandemic, while ensuring that humanitarian and recovery assistance reaches those most in need, is critical. Now is the time for global solidarity and support, especially with the most vulnerable in our societies, particularly in the emerging and developing world. Only together can we overcome the intertwined health and social and economic impacts of the pandemic and prevent its escalation into a protracted humanitarian and food security catastrophe, with the potential loss of already achieved development gains. We must recognize this opportunity to build back better, as noted in the Policy Brief issued by the United Nations Secretary-General. We are committed to pooling our expertise and experience to support countries in their crisis response measures and efforts to achieve the Sustainable Development Goals. We need to develop long-term sustainable strategies to address the challenges facing the health and agri-food sectors. Priority should be given to addressing underlying food security and malnutrition challenges, tackling rural poverty, through more and better jobs in the rural economy, extending social protection to all, facilitating safe migration pathways, and promoting

the formalization of the informal economy. We must rethink the future of our environment and tackle climate change and environmental degradation with ambition and urgency. Only then can we protect the health, livelihoods, food security and nutrition of all people, and ensure that our 'new normal' is a better one.

Why didn't these people work from home before the pandemic? Prior to the pandemic, the technology allowing many people to work from home existed but very few took it up. HILDA data show that, in 2019, around 8% of employees had a formal work-from-home arrangement and worked a median of one day per week from home. Overall, around 2% of total hours were worked from home. Census data from 2016 also suggests that a small proportion of workers (5%) worked from home instead of commuting on census day. Several reasons can be advanced for low take-up of work-from-home arrangements prior to the pandemic. Management practices and cultural norms in workplaces, and stigma associated with working from home, may have discouraged remote work. Firms would have been reluctant to invest in the technology and systems for large-scale working from home, given uncertainty about its benefits. As the CEO of Morgan Stanley explained in 2020: "If you'd said three months ago that 90% of our employees will be working from home and the employer would be functioning fine, I'd say that is a test I'm not prepared to take because the downside of being wrong on that is massive." (Cutter 2020).

2.2 Concept of Hybrid working

A hybrid work environment consolidates both remote work, undoubtedly from home, and work from the standard office environment. In the ongoing conditions, this is a lot more secure way to deal with continuing work as typical, indeed, as near ordinary as can be during these uncommon times. Some of the advantages of Hybrid working include Increased productivity, opportunity to hire global talent, great team synergies and business continuity, better work life balance.

2.3 Process of Hybrid working

Remote working, otherwise called working from home or working from home, is a work plan that supports working outside the usual office environment. Last decade has seen increase in the adoption rate of companies going forward with Hybrid working or remote working culture and this of course has been more accelerated owing to Covid 19 Pandemic. For instance, remote working is particularly appropriate and ver-

satile for those working online and who invest the majority of their time working exclusively and absolutely on different programming's. In such situations working from home or besides any spot which upholds great availability of internet connectivity can work. This can give allow the employees to work while travelling, from hotel rooms, lounges, coffee shops etc or for that matter any place which supports great internet connectivity. Earlier adaptable and distant working used to be viewed as extra of an advantage to the leaders so that the top pool of talent can relate of the policy and hence the top cream employees could be retained. A 2018 survey found that 80% of workers would choose a job that offers a flexible schedule over those that did not. In fact, 30% said that they value flexible work over additional vacation time. And 35% said flexible work is so important to them that they prioritize that over having a more prestigious title or position. There is absolute need to revise and refrain the Human Resource Policies to accommodate the need for Hybrid working. After over one year of lockdown both employer and employees have acclimated themselves and have slid into better approach for working i.e., remote working otherwise called telecommute. With the consistently developing and advancing advancements this idea has acquired acknowledgment is presently expected to turn out to be new standard even after the pandemic is finished. The Human Resource experts around the globe believe that remote working is going to be the way forward for a large section of employees. This will bring about a change in entire communication, employee- manager relations, work time behavior which will eventually become necessary for the HR experts to frame new Human Resource policies.

2.4 The post pandemic hybrid workplace

As restrictions are gradually lifted, we are probably going to see an expansion in numbers of organizations executing a Hybrid working environment procedure. In addition to the fact that this is more secure, numerous organizations are probably going to witness direct the advantages of remote work and less staff working from the workplace. There are additionally a variety of advantages for the working professionals as well, including decreased travel costs and stress, an expansion in adaptability, less discussions, and interruptions over the course of the day, improved work life balance, saving cost, employee satisfaction and expanded fixation to change the culture. WFH has beneficial effects for both employers and employees. The advantages, include and are not limited to reduced commuting time, avoiding office politics, using

less office space, increased motivation, improved gender diversity (e.g. women and careers), healthier workforces with less absenteeism and turnover, higher talent retention, job satisfaction, and better productivity (Mello 2007; Robertson, Maynard, and McDevitt 2003). Conversely, the drawbacks of WFH, include the blurred line between work and family, distractions, social isolation, employees bearing the costs related to WFH. According to Purwanto et al. (2020), there are certain drawbacks of WFH, such as employees working at home have to pay for electricity and the internet costs themselves. Studies have shown that WLB can be enhanced by working from home. Similarly, Grant et al. (2013) stated that e-working would improve WLB, and e-workers found it possible to combine work-life and non-work life. E–workers found that their productivity was improved by e–working (Grant et al. 2019). Bloom et al. (2015) found job satisfaction to increase by working from home. WFH is also positively associated with family-life satisfaction (Rants, Sarra, and Berlingieri 2019; Virick, DaSilva, and Arrington 2010). Kazekami (2020) studied the productivity of workers in Japan and discovered that telework increases life satisfaction. We comprehend these advantages are not obvious for all individuals, yet for the greater part, this is the situation and generally, here are a some of the progressions we hope to see as a feature of this seismic shift – like Expanding technology budgets, adopting a phased return approach, Attitudes towards the way productivity is viewed have changed.

2.5 Hybrid Working Framework

The framework for Hybrid working was developed based on various and reviews on teleworking, telecommuting, e–working, flexible workplace, and remote work. Businesses and organizations will have to rework on the policies to accommodate Hybrid working which includes the most impact as aspect that is the convenience and well-being of employees as that shall be directly impacting the productivity and efficiency of the work performed. The two very important factors in this framework apart from employer should be the employee and its family. The model of any organization should support blend of working from home or remotely and working from office. It should offer employees the independence to decide to work from any place and anywhere they are at their productive best.

2.6 History of Remote working

The beginning of Remote working dates to very nearly 2 centuries prior and has developed a ton since Industrial Revolution. Innovation has assumed a vital part in filling the ubiquity of remote working explicitly somewhat recently and major somewhat recently. In the past decade, the number of people working from home has risen by 400% and since 2010. In fact, 78% of respondents work remotely some of the time. The first few companies that adopted work from home are Zapier, Gitlab, and Toptal. Hybrid working will give companies and business an option to strike an healthy balance between in person and virtual meetings. The fact that we have faced pandemic in the last 2 years majority of the companies have already decided to consider hybrid working or work from home as an option until 2025. Information technology has played a vital role in shifting the work stations at home for the employees smoothly which further has been transitional in creating work life balance and preparing themselves to continuing working from home and embrace the new norm

2.7 How will working from home affect our wellbeing?

The state of being or doing well in life; happy, healthy, or prosperous condition; moral or physical welfare (Oxford dictionary). There are various types of well -being like emotional, physical, social, workplace and societal which equally contributes to leading a quality and healthy life. Well-being is a positive outcome that is meaningful for people and for many sectors of society, because it tells us that people perceive that their lives are going well. Good living conditions (e.g., housing, employment) are fundamental to well-being. Tracking these conditions is important for public policy. However, many indicators that measure living conditions fail to measure what people think and feel about their lives, such as the quality of their relationships, their positive emotions and resilience, the realization of their potential, or their overall satisfaction with life—i.e., their "well-being."1, 2 Well-being generally includes global judgments of life satisfaction and feelings ranging from depression to joy. There is no specific definition of well- being as it may vary from individual to individual and their perceptions. But there is a common agreement which says well- being includes positive emotions and moods and absence of any kind of negativity. Apart from this your social environment and the quality of life that an individual leads also affects the well-

being of the person. There can be several factors which can be taken into consideration including physiological, psychological, and sociological which may affect an individual's well-being. Working from home can influence different parts of prosperity, including physical and psychological well-being, balance between fun and serious activities, and family working. It might likewise open work open doors for individuals who face hindrances to workforce interest or regular work, like individuals with inabilities or caring liabilities. Hybrid or remote working can improve physical and emotional well-being by giving individuals additional time and command over their day to rest, exercise and cook nutritious food, for instance. In any case, it can likewise demolish physical and emotional well-being because of diminished coincidental activity, expanded segregation, and the end of the limits among home and work life. But evidence also shows that those working from home are not more likely to experience loneliness or mental ill-health. For some, working from home improves their work–life balance, whereas others can find it difficult to switch off and maintain work–life balance when working from home.

2.8 Need for Hybrid working

Considering the fact that it's been more than two years in pandemic, firms have fairly adapted themselves to the new norm of hybrid working or remote working as it has a huge impact on the cost of working. Just like everything else hybrid working also has some cons too like it may increase the co-ordination cost, the information technology cost, reduce in office communication, knowledge sharing and decrease the effectiveness of collaborative cost. Also due to lack employee engagement and reduced communication may also affect employees' opportunities for growth. On the other hand, many working professionals may prefer more of hybrid working or remote working opportunities since they can have better command throughout their personal and professional lives which gives a fair opportunity for a better work life balance. This will also give employers to attract and retain a larger pool of global employees. Working remotely has also shown employees working for longer hours and that also has some impact on the well-being of the employees. A large number of young adults are slipping in bad mental health and depression due to prolonged work from home and less social contact[6]. Only those firms which have long term of lease may be a reluctant to resume back offices but those on rent may consider this as a great way of saving office rent and other overhead expenditure. But a lot of firms may not be inclined to-

wards remote working or hybrid working. For example, according to the CEO of JP Morgan Chase, it 'doesn't work for people who want to hustle, doesn't work for culture, doesn't work for idea generation. Over the time organizations will have to negotiate the outcomes of hybrid working, learn and adapt the smoot transitioning of the new norm and will have to consider optimism at the economy-wide level. Firms will have gauge the impact of hybrid working on professionals considering all the elements like psychological, physiological and sociological and according draft the new Human Resource policies.

2.9 Need of the study

Hybrid working can provide flexibility and enable employees to work to their strengths that will help to increase productivity of the organization. Hence, there is the need to study the impact of hybrid working on psychological, physiological and sociological factors of well of an individual of different demographics. This study will examine the challenges to adapt Hybrid working as the new norm. This study will help to understand the impact of hybrid working on wellbeing of working professionals. The study will help to find which generations of working professionals are more open to the adaption of hybrid working. The study will also focus on lot of logistical challenges the employees may face to adopt hybrid working

3. Review of Literature

Shweta Shrivastav and Kavita Singh (June 2021) examined that in today's scenario when remote working has become a norm, organizations can prevent employees from engaging in deviant behavior by providing supportive work environment, recalibrating their policies as per the situation and by adopting a top-down approach of communication.

Pattnaik, L. and Jena, L.K. (2021), examined that this conceptual paper has come up with few possible frameworks to model the assertions by investigating and corroborating it with quantitative or qualitative studies by the future researchers. Due to the prevalence of the unforeseen situation of pandemic, organizations have no other way but to resort to remote work. Through the practice of mindfulness, the engagement of employees can be adhered to an extent, which results in enhanced employee morale,

which can help the organization to achieve its business objectives amidst this turbulent time and gradually resorts to function in the new normal.

Press Trust of India (March 2021) examined that work from home has had negative impact on women specially in India in terms of mental physical and emotional exhaustion.

Lina Vyas & Nantapong Butakhieo (2021) examined those better guidelines and policies from the government should be in place to properly regulate and make WFH feasible. One area of policy where planning and implementation is an absolute necessity is guidance into adapting to remote online work. Proper training is required if this practice is to be a feasible option or the new normal.

Choudhury, S. (2020), examined that the coronavirus pandemic has, in a matter of months, changed the ways in which people work around the world. It has created a revolution in work from home and brought to the forefront technologies such as 3D printing and artificial intelligence. In doing so, it has created conditions for challenges to ideas of managing people and work that emerged, along with the first offices and mills, in the very different world of the First Industrial Revolution. The technologies that have enabled a rapid switch to alternative ways of work and study were already long in place. In this chapter, I look at the rise in adoption of these technologies set against a backdrop of the history of work from home and argue that the global pandemic has possibly hastened the downsizing of the traditional office, and the arrival of the Fourth Industrial Revolution.

Subhash C. Kundu, Prerna Tuteja, Purnima Chahar (May 2022) examined that covid 19 indeed induced stress among employees. Along with this family-life disturbance and work-life imbalance mediated the relationship between COVID-19 challenges and employees' stress individually as well as serially. They further recommended certain ways to combat and mitigate the impact of covid 19 on employee stress level.

Rayees Farooq, Almaas Sultana (July 2021) examined that there has been negative relationship between WFH and employee productivity. He further states hat gender moderates the relationship between WFH and employee productivity.

Rabindra Kumar Pradhan, Kailash Jandu, Madhusmita Panda, Lopamudra Hati, Manolina Mallick (Dec 2021) examined employee happiness is crucial in any organization as happy employees are said to be more committed in their work. However, COVID-19 stress in the current situation is a major problem for employees and it can negatively influence their happiness level. COVID-19 stress negatively influenced employee happiness, whereas psychological capital partially mediated the relationship between these two variables. Further, coping was found to buffer against the harmful implications of COVID-19 stress on employee happiness

Eunhwa Yang, Yujin Kim, Sungil Hong (Dec 2021) examined that perceived work-life balance improved during the pandemic compared to before, while the balance of physical boundaries between the workplace and home decreased. Workplace flexibility, environmental conditions of home offices and organizational supports are positively associated with productivity, satisfaction with working from home and work-life balance during the pandemic.

Khanna Richa and Kalaga Anil (Dec 2021) examined that the stress level among the employees during wfh was very high and they expected organizational support to deal with it Most employees reported utilizing helpful coping strategies to manage their stress. Majority of the employees reported feeling supported by their organizations during this pandemic, however they expected more informal contact from their reporting managers at this time. The research further suggested that organizations need to investment in professional counseling services to deal with psychological needs of the employees.

Krishna Savani and Zhiyu Feng (Dec 2020) examined that that before the Covid-19 pandemic, there were no gender differences in self-rated work productivity and job satisfaction. However, during the lockdown, women reported lower work productivity and job satisfaction than men. the findings suggest that society needs provide additional support to women working from home and taking care of children or other dependents, particularly during lockdowns or during times when schools and daycare centers are closed.

Amal, M.T., Anwar, I., Khan, N.A. and Saleem, I. (2021), examined that in the current scenario work load workload pressure, task interdependence, professional isolation and family interference in work lead to exhaustion and further stress, whereas the presence of autonomy and schedule flexibility and sufficient technology resources improve employee work-life balance and further better productivity and performance and job satisfaction. Improved well-being was also found to reduce stress for full-time telecommuters.

Dr Holly Birkett, Dr Sarah Forbes and Gary Jackson, (2021) examined that Some organizations will resume pre-COVID-19 working norms; others may move entirely to remote working, but evidence suggests that many traditionally office-based companies will operate some form of hybrid model. A hybrid model could allow employers to attract more geographically dispersed talent, potentially boost productivity and reduce facilities' costs without creating new ongoing issues around culture, training, and wellbeing, if managed carefully. Importantly, employers need to manage the transition carefully to realize maximum benefit and avoid creating a two-tier workforce. Communication will be key as uncertainty over the future of work is the biggest cause of anxiety for employees5. Equality is a concern, graduates/higher paid staff were more likely to WFH during the pandemic, and they are the most likely to request continuing with this arrangement. There are also potential concerns that women will be more likely to WFH to balance caring responsibilities and more men will go into offices where the visibility might bring more opportunities for career enhancement. The following section makes some key recommendations about a move to hybrid working.

Raghuram, S. (2021), examined that as the world looks ahead to the possibilities of creating a new normal post COVID-19, organizations are examining the implications of extended remote work. A central piece here is redefining the organizational culture which has been impacted by a distributed workforce during this time. Many leaders have voiced concern over maintaining a strong organizational culture during this pandemic. This chapter reviews research that shows the relationship between remote work and organizational culture and its subsequent impact on key outcomes of interest, such as organizational identification, socialization, knowledge sharing, employee turnover, and productivity. It also includes contingent conditions to examine the impact of multiple factors that moderate the relationship between remote work and or-

ganizational culture. These include social, technological, and normative conditions. Based on existing knowledge drawn from the experiences from voluntary as well as mandatory programmes for remote work, this chapter offers a model and propositions. This is followed by a set of research implications and practice guidelines for introducing an organizational culture that is consistent with the new reality of increased technological utilization and altered workforce expectations.

Helena Lee , (March 2021) examined phenomenon of emotion triggered by social comparison emotion and critical socio-emotional resources (i.e. task, flexibility, communication, health and safety and social support) during a health crisis. Specifically, the employees' emotional reactions were elicited from the perceived organisational support, in how organisation cares for their well-being and work contributions and, in turn, influence the psychological safety. For example, the approach of the online communication (as a form of organisation support) practised by the managers has implications on the different levels of psychological safety experienced by the employee. In addition, emotional resources can be interpreted as organization support. The findings revealed that emotions such as anxiety, stress, unfairness, inferiority and vulnerability are triggered by perceived inequity and comparison with the decisions or resources of the referent others of higher level such as the management (upward social comparison emotion). On the other hand, the emotions of pride, empathy, shared goals and support are generated by the care, collective interest and comparison of the referent others of lower level such as the subordinate (downward social comparison emotion). This study adds theoretical depth to the phenomenon of socio-emotional resources and the implications of psychological safety and organizational support of different work groups in the organization.

Anushree Karani, Revati Deshpande, Sunita Mall, Mitesh Jayswal (May 2021) examined that prolonged work from home during covid 19 has psychologically affected the innovative behavior which had negative impact on the job effectiveness. Job stress mediated the relationship between psychological contract breach and innovative behavior as well as well-being during the COVID-19 pandemic situation and especially for those who are working from home only.

Mahek Matta , Rajashree Pillai , Angappa Gunasekaren, Brijesh Sivathanu, Neeraj Kaushik (June 2022) examined that Virtual Team building strategies contribute to virtual team collaboration and subsequently to virtual performances too. Considering Virtual team is the new normal it further suggested that VT performance and Hr performance needs to be collaborated to overcome the barriers for employee performance.

Christon Makridis and Jason D Schloetzer (March 2022) examined that Employees who always WFH also have a higher intention to leave their job than employees who never work from home. Working from home more frequently tends to confer higher satisfaction when employees have jobs requiring less coordination with others and when employees believe they have a ``bad boss," suggesting an interplay between WFH arrangements and employees' psychological states. They further suggested that WFH is not a one-size-fits-all approach for organizations and may not be a panacea that resolves employee engagement and retention challenges.

Gibbs, Michael and Mengel, Friederike and Siemroth, (November 19, 2021), examined that we study employee productivity (output per hour worked) before and during the working from home [WFH] period of the Covid-19 pandemic, using personnel and analytics data from over 10,000 skilled professionals at a large Asian IT services company. Hours worked increased, including a rise of 18% outside normal business hours. Average output declined slightly, and employee productivity fell 8-19%. We then analyze determinants of changes in productivity. An important source is higher communication costs. Time spent on coordination activities and meetings increased, while uninterrupted work hours shrank considerably. Employees networked with fewer individuals and business units, both inside and outside the firm. They received less coaching and 1:1 meeting with supervisors. The findings suggest key issues for firms to address in implementing WFH policies.

Jana Prodanova and Ljupco Kocarev (Feb 2022) examined that though in spite of having remote work flows and still there is a possibility that employees may face technology-related anxiety as interfering impacts, in the process of achieving functional home office However, although employees might be productive, it is not a sufficient condition for them to show an intention to continue working remotely after the

COVID-19 pandemic is over, contrary to their satisfaction, which is found crucial for their future intentions.

4. Research Gap

Author / Year	Area of Research	Gaps
Subhash C. Kundu, Prerna Tuteja, Purnima Chahar (May 2022	The respective research throws light on the fact that there work from home has been stressful for employees and Hr manager needs to help in balancing family and work-life of employees, so that their mind can be kept stress free.	The Research does not state the causes of stress and the impact of stress on personal and professional lives. What kind of changes does HR policies need is also not proven
Dr Holly Birkett, Dr Sarah Forbes and Gary Jackson, (2021)	The research paper focuses on the fact Some organizations will resume pre-COVID-19 working norms; others may move entirely to remote working, but evidence suggests that many traditionally office-based companies will operate some form of hybrid model	Considering the statistics, we need to understand if Hybrid working model can be adopted in a country like India.
Anushree Karani, Revava-ti Deshpande, Sunita Mall, Mitesh Jayswal (May 2021)	The research examined that prolonged work from home during covid 19 has psychologically affected the innovative behavior which had negative impact on the the job effectiveness	The research does not show what kind of psychological factors are typically hampering the creative process.
Amal, M.T., Anwar, I., Khan, N.A. and Saleem, I. (2021)	The research examined that work load can definitely hamper the Family life and induce stress among working professional. He further stated that improved well-being was also found to reduce stress for full-time telecommuters.	The paper does not reflect the causes of stress and what measures can be taken for inducing well-being among the professionals.

Review of literature is done for 20 research papers on the impact of hybrid working / remote working on employees and employers. It is concluded from the review of literature that fewer organizations are giving an option of hybrid working to its employ-

ees. The studies also stated that in India organizations have not adopted hybrid working permanently due to challenges associated with it. There is no study done to understand the impact of psychological, physiological, and sociological factors on employees with respect to hybrid working as the best and permanent working option. Hence, it is required to do further research on hybrid working considering the impact of psychological, physiological, and sociological factors on employees.

5. Research Questions

Based on the Review of Literature and Research gaps below are the identified Research questions to be studied

5.1 Can Hybrid working adoption in a country like India be feasible to implement considering number of physiological restrictions that we may face especially logistically?

5.2 Have larger number of adults have found to be facing mental health issues working from home?

5.3 Can lack of employee engagement or social interaction hamper the growth of working professional?

5.4 Can psychological, physiological, and sociological elements impact the well-being employees?

5.5 Can changes in Human Resources policies help in accommodating the new work culture better?

5.1. Objectives of the study

Based on the above Research gaps and Research questions following are the objectives of this study

5.1.1 To study the impact of hybrid working on psychological factors of individual that influences wellbeing of individuals.

5.1.2 To study the impact of hybrid working on physiological factors of individuals that influences wellbeing of individuals.

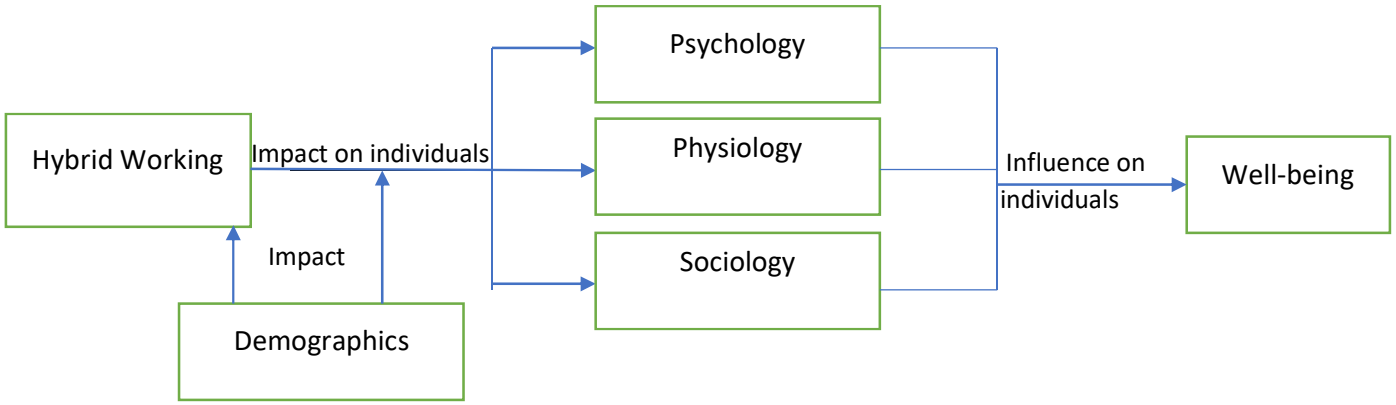
5.1.3 To study the impact of hybrid working on sociological factors of individuals that influences wellbeing of individuals.

5.1.4 To study the impact of demographic factors on hybrid working of individuals that influences wellbeing of individuals

5.1.5 To study the adaptation of hybrid working in younger generation, middle generation, and older generation.

5.1.6 To understand the need to revise the Human Resource policies to accommodate the new working culture.

6. Theoretical Construct of the study



6.1 Hypothesis of the study

H_1: There is significant relationship between hybrid working and psychological factors influencing wellbeing of an individual.

H_2: There is significant relationship between hybrid working and physiological factors influencing wellbeing of an individual.

H_3: There is significant relationship between hybrid working and sociological factors influencing wellbeing of an individual.

H_4: There is significant relationship between demographics factors and adaptation of hybrid working by individuals

7. Research Design and Methodology

Research methodology explains the research design of the research as well as methods to be used to collect the data and analyze it.

7.1 Research Design

The core purpose of undertaking this study is to gain an insight into impact of hybrid working on wellbeing of an individual. Hybrid working impact on psychological factors, physiological factors and sociological factors of individuals of different demographics is to be studied. Hence, the study is the combination of exploratory and descriptive research in nature.

7.1.2 Sources of Information

A multi-method approach, utilizing both qualitative and quantitative methods will be undertaken for this research to collect information from various sources.

7.1.2.1 Primary data

Primary data will be collected through questionnaire and personal interview of various employees working in different organizations across Mumbai and Thane region.

7.1.2.2 Secondary data

Secondary resources such as research journals, magazines, newspapers, survey findings and publications by national and global government organizations will be used to authenticate the collected data for analysis.

7.1.3 Tools and Techniques of Research

7.1.3.1 Research Tools

The research tool to be used for the collection for primary data will be through structured questionnaires and interview schedule.

7.1.3.2 Sampling

The purpose of undertaking this study is to gain an insight into impact of hybrid working on psychological, physiological, and sociological factors of individuals of different demographic factors. For the study purpose convenience sampling and

snowball sampling method will be used for the research since the exact population of the study is not available.

7.1.3.3 Sample Size:

The sample size aims to cover 500 respondents of individual investors in Mumbai and Thane region.

7.2. Statement of Problem

7.2.1 Majority of the companies going forward may adopt hybrid working model for their employees as the new working culture

7.2.2 Many of the people specifically in country like India may not be very comfortable unlike those of American and European.

7.2.3 The recent studies have proved that remote working culture does have a psychological impact on the employees

7.2.4 There is a need to revise the current Human Resource polices and process to accommodate the new Hybrid working culture.

7.3. Limitations of the study

Due to paucity of resources the research will focus on individuals of Mumbai and Thane region. The study will have the following limitations

7.4 Personal bias

Personal bias of the sample selected may affect the findings of the research

7.5 Cost and time of survey

This type of survey is time consuming and costly hence, sample size is relatively small as compared to population. The study will be confined to the selected respondents from Mumbai and Thane region only.

7.6 Accuracy and results

The results and the accuracy of the study highly depend on the responses from the respondents of the sample selected.

7.7 Scope of study

The study will be for the individuals from Mumbai and Thane region in Maharashtra. The study may help to draw the general conclusion about Hybrid working and its impact on the wellbeing of working professional. The study will focus on the psychological, sociological, and physiological impact that a professional may go through in adapting the new norm of the working environment. The study will help us understand the need for improvising existing Human Resources policies.

8 Data Analysis Methods

Data will be analyzed using statistical package for the social sciences (SPSS) 17.0 package and AMOS. The evaluation of data will be done by CSAT method, Mann-Whitney Test and K S test.

9 Expected outcomes of the study

Hybrid working is going to be the new norm that every organization going forward would be adopting. Hence this study will focus on employee's preference with regards to the new norms and the eventually challenges associated with it. The pandemic and the changing culture of work has had forced the HR professionals to rethink the way they communicate with the employees and hence the traditional Human Resource practices and policies need to be refined to accommodate this remote working culture as the future of many Business organizations.

10. Timeline

Stage	Activities	Timelines
Research design and planning	Finalize research problem/questions, develop research design, Prepare research	9 Months
Literature Review	Search, capture and synthesize relevant literature	6 Months
Data collection	Finalize sampling plan, Develop data collection Instrument, Pre-test/pilot data collection Instrument, carry out data collection, Write up data collection	9 Months
Data Analysis	Prepare data for analysis, analyze data, Draw conclusions/Recommendation,	9 Months
Thesis writing	Final draft of application, Review draft, Final editing, Submit to extramural Funder	8 Months

11. Chapter scheme

Chapter 1: Introduction to the Study

Chapter 2: Review of Literature

Chapter 3: Research methodology

3.1. Methods of Data collection

3.2. Statement of problem

3.3 Limitation of the study

3.4 Scope of the study

Chapter 4: Analysis of data

12. References

1. Shrivastava, Singh, S. K. (2021, June 10). Workplace deviance in the virtual workspace. Https://Www.Emerald.Com/Insight/Content/Doi/10.1108/SHR-09-2020-0083/Full/Html. Retrieved July 11, 2021, from https://www.emerald.com/insight/content/doi/10.1108/SHR-09-2020-0083/full/html
2. Pattnaik,Jena, L. L. K. (2021, September 24). Mindfulness, remote engagement, and employee morale: conceptual analysis to address the "new normal." Https://Www.Emerald.Com/Insight/. Retrieved July 15, 2021, from https://www.emerald.com/insight/content/doi/10.1108/IJOA-06-2020-2267/full/html
3. Press trust of India article dated 6th March 2020.
4. Vyas, Butakhieo, L. N. (2020, December 23). The impact of working from home during COVID-19 on work and life domains: an exploratory study on Hong Kong. Https://Www.Emerald.Com/Insight/. Retrieved December 9, 2020, from https://www.tandfonline.com/doi/full/10.1080/25741292.2020.1863560
5. Choudhury, S. (2020, November 16). Will the Pandemic Bring Industrial Revolution 4.0 Closer to Home? Https://Www.Emerald.Com/Insight/Content/Doi/10.1108/978-1-83867-223-220201009/Full/Html
6. Kundu, Tuteja, Chahar, S. C. P. P. (2022, May 3). COVID-19 challenges and employees' stress: mediating role of family-life disturbance and work-life imbalance. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/ER-03-2021-0090/full/html
7. Farooq, Sultana, R. A. (2021, July 9). The potential impact of the COVID-19 pandemic on work from home and employee productivity. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/MBE-12-2020-0173/full/html
8. Pradhan, Jandu, Panda, Hati, Mallick, R. K. M. L. M. (2021, October 6). In pursuit of happiness at work: exploring the role of psychological capital and coping in managing COVID-19 stress among Indian employees. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/JABS-03-2021-0097/full/html
9. Yang,Kim,Hong, E. Y. S. (2021, December 16). Does working from homework? Experience of working from home and the value of hybrid workplace post-COVID-19. Https://Www.Emerald.Com/Insight/.

https://www.emerald.com/insight/content/doi/10.1108/JCRE-04-2021-0015/full/html

10. Khanna, Kalaga, R. A. (2021, December). COVID-19 Psychological Impact among Employees in India's Corporate Sector. Http://Www.Ijpsr.Net/.https://web.p.ebscohost.com/
11. Feng, Savani, Z. K. (2020, December 15). Covid-19 created a gender gap in perceived work productivity and job satisfaction: implications for dual-career parents working from home. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/GM-07-2020-0202/full/html
12. Jamal,Anwar, Khan, Saleem, M. T. I. N. A. I. (2021, July 15). Work during COVID-19: assessing the influence of job demands and resources on practical and psychological outcomes for employees. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/APJBA-05-2020-0149/full/html
13. Birkett,Forbes,Jackson, H. S. G. (2021). Hybrid Working Beyond COVID-19. Https://Www.Birmingham.Ac.Uk/Documents/College-Social-Sciences/Business/Research/Wirc/Hybrid-Working-beyond-Covid19.Pdf. https://www.birmingham.ac.uk/documents/college-social-sciences/business/research/wirc/hybrid-working-beyond-covid19.pdf
14. Raghuram, S. (2021, December 2). Remote Work Implications for Organisational Culture. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/978-1-80071-661-220210009/full/html
15. Lee, H. (2021, March 15). Changes in workplace practices during the COVID-19 pandemic: the roles of emotion, psychological safety and organisation support. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/JOEPP-06-2020-0104/full/html
16. Karani Deshpande Mall Jayswal, A. R. S. (2022, May 10). Testing the link between psychological contract, innovative behavior and multidimensional well-being during COVID-19. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/IJSSP-02-2021-0032/full/html
17. Mahatta Pillai Gunasekaran Sivathanu Kaushik, M. R. A. B. N. (2022, June 30). A pathway to virtual team performance in the New Normal paradigm. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/JOEPP-11-2020-0218/full/html

18. Makridis, Schloetzer, C. J. D. (2022, March 6). Does Working from Home Increase Job Satisfaction and Retention? Evidence from the COVID-19 Pandemic. Https://Papers.Ssrn.Com/Sol3/Papers.Cfm?Abstract_id=4016657.2 https://papers.ssrn.com/sol3/Papers.cfm?abstract_id=4016657
19. Gibbs,Mengel,F, M. (2022, March 11). Work from Home & Productivity: Evidence from Personnel & Analytics Data on IT Professionals. Https://Papers.Ssrn.Com/Sol3/Papers.Cfm?Abstract_id=3841457. https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3841457
20. Prodanova, Kocarev, L. (2022, February 22). Employees' dedication to working from home in times of COVID-19 crisis. Https://Www.Emerald.Com/Insight/. https://www.emerald.com/insight/content/doi/10.1108/MD-09-2020-1256/full/html

11.1 Bibliography

1. https://www.tandfonline.com/doi/full/10.1080/25741292.2020.1863560
2. https://www.who.int/emergencies/diseases/novel-coronavirus-2019?adgroupsurvey={adgroupsurvey}&gclid=CjwKCAjwrNmWBhA4EiwAHbjEQHo6Yv6psyw4vziVs-38KMsc1sERUqAlqbOj4ZRzit-ZdpDk744gthoCvz4QAvD_BwE
3. https://www.flexjobs.com/employer-blog/the-benefits-of-allowing-employees-a-flexible-schedule/
4. https://www.techrepublic.com/article/how-remote-work-rose-by-400-in-the-past-decade/
5. https://www.pewresearch.org/internet/2021/02/18/experts-say-the-new-normal-in-2025-will-be-far-more-tech-driven-presenting-more-big-challenges/
6. https://www.cdc.gov/hrqol/wellbeing.htm
7. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC7306546/
8. https://www.hcamag.com/us/specialization/leadership/jpmorgan-ceo-wfh-doesnt-suit-those-who-want-to-hustle/254317
9. Human Resource Management by Gary Dessler
10. HR from the Outside In: Six Competencies for the Future of Human Resources by Dave Ulrich, Jon Younger, Wayne Brockbank, Mike Ulric.